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9 January 1952

MEMORANDUM FOR: Deputy Director of Central Intelligence
Deputy Director/Plans
Deputy Director/Administration
Assistant Director for Policy Coordination
Assistant Director for Special Operations

The following general principles will govern administrative support for the Offices of Special Operations and Policy Coordination within the Central Intelligence Agency:

1. The central administrative organization will not be extended separately and in parallel to the operational command system.
2. Officers responsible for operations will so far as our resources permit be allocated personnel, funds, and material adequate for the performance of the missions assigned them. They will be held responsible both for the success of their operations and for the prudent and effective expenditure of the means allocated for these purposes.
3. Subject to the above principles, the Deputy Director/Administration is charged with and is responsible to the undersigned for all administrative support for the Agency. This responsibility extends on operational levels to include appropriate audits and inspections of the handling of funds and materiel allocated to operating offices.
4. Accordingly, I desire that the Assistant Directors for Special Operations and Policy Coordination each designate a staff officer to be responsible for administration within their respective organizations. These administrative officers will be under the command of the Assistant Directors of the operational offices concerned. Their efforts will be directed to the supply of those offices and of the operations for which their respective Assistant Directors are responsible.

The Deputy Director/Plans will be provided with an acceptable and qualified administrative assistant by the Deputy Director/Administration. This officer, serving on the staff of and primarily responsible to the Deputy Director/Plans, will coordinate the operations of the administrative officers of Special Operations and Policy Coordination and will be the channel through which their demands are presented to allocating authority.

The Deputy Director/Administration and his Deputy, Colonel White, will maintain close personal contact on a highly restricted basis with the staff officers of the operational offices mentioned in preceding paragraphs in order to insure adequate allocation of means consistent with the other requirements of the agency, proper security, continuing support, and the appropriate audits and administrative inspections.

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In several respects the above represents a major change in administrative procedure and it is so understood by all concerned. The attached copy of the Minutes of the Conference at which this procedure was outlined and agreed to is attached in amplification and to refresh your minds as to the discussion which took place on that occasion.

Please bring the above into effect without delay.

WALTER B. SMITH
Director

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